



## **A Jump-Start**

Airmen get ready for  
communications  
transformation



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## Chief's View

By Chief Master Sgt. Jackson A. Winsett  
Command Chief Master Sergeant, Air Force Reserve Command



## Strong leadership supports two elements: mission and the people who accomplish it

Let's talk about leadership and its impact on you, the mission and the organization. Webster's defines the word lead as "to act as a guide" or "to guide" and leader as "a person who leads, directs, commands, or guides a group or activity."

I believe leadership to be the art of influencing and directing people to accomplish the mission. My belief highlights two fundamental elements: the mission and the people who accomplish it. Leadership must support both elements.

Accomplishing the mission is the primary task of every military organization; everything else must be subordinate. However, a successful leader recognizes that people perform the mission, and without their support, the mission fails.

Leadership is charged with bringing new ideas, methods or solutions into use; innovation is directly connected to the process of being an effective leader. Leaders must be the chief transformation officers in their organizations.

Putting new processes in place is not enough — the people supporting these processes must be motivated to meet the challenge and support the change. To do this, leaders must maintain a balance between a clear understanding of the present and a clear focus on the future.

The leader's first act is to create an organizational climate conducive to change by explaining the limitations and shortfalls of the present process and the possibilities and benefits of the proposed change. The leader's second act should be to facilitate the change itself. Finally, the leader should reward those who comply with the change and refocus those who do not.

Good leaders get involved in their subordinates' careers. People merely obey arbitrary commands and orders, but they respond quickly and usually give extra effort for leaders who genuinely care for them.

An often neglected leadership principle in today's environment of technology and specialization is knowing the workers and showing sincere interest in their problems, career development and welfare. Leaders foster professional growth by insisting their people focus attention on those aspects of a situation,

mission or project that the people control. This is not to say that tasks should be limited in scope or challenge. In order for people to be motivated to learn and excel, leaders should provide challenging and enlightening experiences.

Leaders encourage the learning process by formally recognizing individual and unit successes, no matter how large or small. A more formal and direct way for leaders to encourage subordinates to learn is by setting standards. Standards have the multiple effects of providing feedback to leaders on performance, ensuring quality control of unit output, and giving subordinates a goal and inspiration for developing and performing to do their best.

Retired Army Gen. Colin Powell, former chairman of the Joint Chiefs of Staff and a great American military professional, summarized the subject of leadership as follows: "Good leadership involves responsibility to the welfare of the group, which means that some people will get angry at your actions and decisions. It's inevitable, if you're honorable.

"Trying to get everyone to like you is a sign of mediocrity. You'll avoid the tough decisions, you'll avoid confronting the people who need to be confronted, and you'll avoid offering differential rewards based on differential performance because some people might get upset.

"Ironically, by procrastinating on the difficult choices, by trying not to get anyone mad and by treating everyone equally 'nicely' regardless of their contributions, you'll simply ensure that the only people you'll wind up angering are the most creative and productive people in the organization."

As food for thought, my leadership philosophy indicates that successful leaders adapt their leadership style to meet the demands of the organization and use an approach that capitalizes on their strengths. In addition, leaders must be able to adapt their style and leadership to the requirements of the situation at hand. The most effective style is the one the leader tailors to the organization, people and environment.

Your leadership is needed; for in our business, it's absolutely critical. ★

# Sexual Assault

New policy provides victims assistance, offers reporting option

By Bo Joyner

Military members who are victims of sexual assault now have the option of making a confidential report and receiving medical assistance without involving the military investigative process.

A new Department of Defense policy establishes sexual assault response coordinators or SARCs at all military installations, including Air Force Reserve bases. SARCs assist people who want to report sexual assault, without involving law enforcement, and need assistance in accessing military and civilian community support.

Maj. Denise Thompson, chief of behavioral health at Air Force Reserve Command headquarters, Robins Air Force Base, Ga., said interim SARCs were trained and in place at all AFRC bases in June. Permanent coordinators were expected to be hired at all locations by Aug. 8.

In 2004, the Air Force reported 456 sexual assaults either committed by or against its members. Officials estimate more than 80 percent of sexual assaults go unreported and that one in three females and one in six males will be sexually victimized during their lifetime.

One reason victims hesitate to report sexual assaults is they don't want to get involved in any subsequent law enforcement investigation or criminal trial. The new DOD policy allows military victims time to determine if they want to go through an investigation and subsequent trial.

"To encourage victims to report sexual assault, DOD has mandated that an option of making a restricted (confidential) report be available to all military personnel," Major Thompson said.

This reporting option allows military members who become victims of sexual assault to make a confidential report to a SARC, she said. It provides military members an avenue to receive medical care and counseling, along with access to a victim advocate, but does not initiate the investigative process or involve notification of the commander.

Air Force Reservists may report a sexual assault to a SARC at any time, but only sexual assaults that occur during military status will be eligible for restricted reporting, the major said. Sexual assaults occurring while Reservists are in civilian status will be referred to a local agency for medical care and may be reported to the local authorities. However, a report of a civilian sexual assault does not require a report to a commander.

"With restricted reporting, the victim is provided information regarding the collection of evidence," Major Thompson said. "Any evidence collected is maintained for up to one year, allow-

ing the victim to choose to have an investigation at a later date. Only SARCs are able to determine if a sexual assault meets the restricted report requirements."

Health-care providers will provide the appropriate emergency medical care and notify the SARC immediately to initiate the restricted reporting process and will have confidentiality

regarding the report, Major Thompson said. Health-care providers and medical professionals will not contact security forces as previously required.

Reports of sexual assault made to chaplains are not considered restricted but do remain privileged. Chaplains, in turn, will assist victims in notifying a SARC so the victims will have the restricted report option.

"Currently, when a report of sexual assault is made through normal reporting channels, which include the victim's chain of command, law enforcement, the Office of Special Investigations or

other criminal investigative services, it is known as an unrestricted report," Major Thompson said. "Unrestricted reports immediately initiate an investigation. Still, the SARC will be notified, and support will be provided to the victim throughout the investigation.

"Third-party reports can be made to the SARC, but the victim will have to notify the SARC for a restricted report. If a third-party reports a sexual assault to any other agency, then the normal investigative process will occur."

Major Thompson said it is extremely important that victims of sexual assault seek assistance.

"Victims need to realize that help is available and that they don't have to go through this experience alone," she said. "DOD and the Air Force are committed to taking care of victims with sensitivity, dignity and respect, and we hope that the restricted report option will encourage more people to come forward and report sexual assault."

Under the SARC program, sexual assault is defined as intentional sexual contact, characterized by use of force, physical threat or abuse of authority, or when the victim does not or cannot consent. It includes rape, nonconsensual sodomy (oral or anal sex), indecent assault (unwanted, inappropriate sexual contact or fondling) or attempts to commit these acts. Sexual assault can occur without regard to gender, spousal relationship or age of the victim.

For information about the new DOD sexual assault reporting policy, contact your base SARC or Major Thompson at DSN 497-0391. Her e-mail address is denise.thompson@afrc.af.mil. ★

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**Maj. Denise Thompson,**  
**Chief of Behavioral Health**



# Hawg Wild

An A-10 from the 442nd Fighter Wing's 303rd Fighter Squadron, Whiteman Air Force Base, Mo., prepares to exit the Yakima, Wash., firing range after dropping six MK-82 500-pound bombs and firing approximately 100 rounds of 30-millimeter ammunition during the wing's Patriot Evergreen combat training deployment to McChord Air Force Base, Wash. (Maj. David Kurle)

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**Front cover:** Tech. Sgt. Evan Pillinger, 913th Communications Flight, Willow Grove Air Reserve Station, Pa., works on the frame of an Alaksa tent during the field training portion of Exercise Jump-Start at Duke Field, Fla., June 21. The exercise, which ran through July 23, trained, in two-week cycles, members of 15 Air Force Reserve Command units on new equipment their units gained due to a change in their mission. See story, page 26. (Tech. Sgt. Chance Babin)

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## Rodeo Ride

Members of a C-17 Globemaster III crew from the 446th Airlift Wing, McChord Air Force Base, Wash., conduct a briefing on the flight deck of their aircraft during Air Mobility Expeditionary Rodeo 2005 June 21. The 446th AW was named the best C-17 wing in the Air Force at the competition, conducted at McChord. Rodeo 2005 brought together nearly 1,000 competitors from 14 U.S. teams and six international teams. (Tech. Sgt. Jerry Morrison)



# Steady As She Goes

(Left to right) Tech. Sgt. John Deninger, Tech. Sgt. Don Maloid and Senior Airman Frank King of the 403rd Maintenance Group, Keesler Air Force Base, Miss., guide a propeller from a damaged C-130J aircraft engine over a prop dolly. Serious damage from a birdstrike required the maintenance group's engine shop to replace the engine. Since the prop wasn't damaged, the Reservists placed it on the dolly while they swapped out the engine and then re-attached it to the aircraft. (Staff Sgt. J. Justin Pearce)



# Round the Reserve

A brief look at what's happening throughout Air Force Reserve Command

## New Launch Date Projected for Civilian Personnel System

The launch date for the first phase of the Defense Department's new National Security Personnel System has been adjusted slightly, to later in the year, NSPS officials said June 7.

The delay is necessary to allow the department to work with the Office of Personnel Management to adjust the

proposed NSPS regulation based on public comments and the meet-and-confer process with employee representatives, said Mary Lacey, NSPS program executive officer.

These revisions will be published in the Federal Register this summer, and implementation of NSPS could begin 30 days after the publication. However, officials stressed that the start date is "event driven" and that implementing instructions must be in place and training must

be under way before the system gets rolled out.

Officials had hoped to begin the first phase of the rollout, called Spiral One, July 1 but said all along that the launch date could change.

"That (implementation) date is flexible, because we are not going to implement it until we are ready," said Charles Abell, principal deputy undersecretary of defense for personnel and readiness.

NSPS officials said the labor relations

part of the program is now expected to begin by September, followed by the performance management element of the human resources system early in fiscal 2006.

All civilian employees will receive the 2006 general pay increase before the pay-for-performance provisions of NSPS begin, officials said.

Spiral One, which will initially affect 60,000 employees, will eventually include about 300,000 U.S.-based Army, Navy, Air Force and DOD-agency civilian employees and managers. Air Force Reserve Command civilian employees at March Air Reserve Base, Calif., Eglin Air Force Base, Fla., Lackland AFB, Texas, McConnell AFB, Kan., Patrick AFB, Fla., and Tinker AFB, Okla., are scheduled to be included in the first phase of Spiral One.

After that, the new personnel system will be introduced incrementally over the next two or three years until all 700,000 eligible DOD civilian employees are included, officials said. The system will be upgraded and improved as it goes forward, they said.

The National Security Personnel System is one of Secretary of Defense Donald H. Rumsfeld's key initiatives designed to transform DOD operations to better meet 21st-century needs. It replaces an outmoded, 50-year-old civilian personnel management system that had rewarded employees for longevity, he said.

Instead, the new system incorporates a performance-based pay system in tandem with a restructuring of the civilian work force to better support department missions. (Donna Miles, American Forces Press Service)

## Paperless Transition of Emergency Data Cards Complete

After decades of Airmen updating emergency contact information in their personnel records, everyone is now required to update the information online rather than visiting their military personnel flight.

Effective immediately, personnel flight officials are no longer required to print and file a paper copy of the Virtual Record of Emergency Data form in each

## Homestead unit leads humanitarian mission to El Salvador

By Lt. Col. Tom Davis

Members of the 482nd Civil Engineer Squadron, Homestead Air Reserve Base, Fla., led a four-month exercise in El Salvador that involved the construction of two schools and three health-care clinics in and around the town of San Vicente.

The exercise, dubbed Operation Para los Ninos (For the Children), was part of U.S. Southern Command's New Horizons, in which troops representing all branches of the armed forces participate in construction projects in six countries throughout the Caribbean and Central and South America.

"This is the first time a Reserve unit has led this exercise, but we were ready," said Maj. William Riehl III, 482nd CES.

"The 482nd took the lead and set the pace," said Lt. Gen. Randall Mark Schmidt, commander of 12th Air Force and U.S. Southern Command Air Forces, Davis-Monthan Air Force Base, Ariz.

Operation Para los Ninos included 650 Reservists. While in El Salvador, the Reservists were actively involved at all five work sites, completing the construction jobs on time, under budget and without major injury.

As an added bonus, Major Riehl made sure all construction materials were purchased from merchants in El Salvador, injecting more than \$450,000 into the local economy.

In addition to the construction projects, the major also oversaw medical treatment and veterinary services for the San Vicente community. A total of 41,000 people and 3,211 animals benefited from these services.

Manuel de Jesus Lopez Reytez, principal of the San Vicente school, said the construction projects will affect the lives of all the children in the community for many years.

"I can't say how proud we are of the 482nd Fighter Wing and Homestead Air Reserve Base," said H. Douglas Barclay, U.S. ambassador to El Salvador. "They are fulfilling a great duty, and I am thankful for it." ★

(Colonel Davis is director of public affairs for the 482nd Fighter Wing at Homestead ARB.)



Tech. Sgt. Sam Neal, 507th Civil Engineer Squadron, Tinker Air Force Base, Okla., screws down roofing at the La Esperanza School in San Vicente, El Salvador, during Operation Para los Ninos.

TECH. SGT. JOHN M. FOSTER, 1ST COMBAT CAMERA SQUADRON



Senior Master Sgt. Kim Draper (left) and Master Sgt. Helenka Sommers of the 482nd Fighter Wing, Homestead Air Reserve Base, Fla., provide information about the Air Force Reserve to Jennifer Corregan and her 8-month-old daughter, Jeanne, at the 11th annual McDonald's Air & Sea Show in Fort Lauderdale, Fla.

SENIOR AIRMAN SANDRA M. BUENO

## Fighter wing supports South Florida by participating in air and sea show

By Senior Airman Sandra M. Bueno

Streaking across the sky, 1,000 feet above ground, a four-ship formation of F-16 Fighting Falcons stationed at Homestead Air Reserve Base, Fla., roared over a crowd of more than a million people in an empowering display of training, force and might to mark the opening of the 11th annual McDonald's Air & Sea Show.

The combined civilian and military event, April 30 and May 1 in Fort Lauderdale, featured all five military services.

Zooming in from the north at the precise conclusion of the national anthem, the four members of the 93rd Fighter Squadron — Maj. Joseph S. "Corky" Matchette, Maj. Pete "Stinky" Smith, Capt. Robert F. "Rutro" Lytle, Lt. Col. Scott C. "Doogie" Howell and Capt. Joseph A. "Sloppy" McGill — surprised and scared unsuspecting onlookers as they streaked by at speeds exceeding 350 mph.

Viewing the fly-by from the staging area was Col. Randall G. Falcon, 482nd Fighter Wing commander. He was joined by Assistant Secretary of Defense

for Reserve Affairs Thomas Hall; Army Gen. Bantz J. Craddock, U.S. Southern Command commander; Lt. Gen. William Fraser III, Air Combat Command vice commander; and Maj. Gen. Craig McKinley, director of the Mobilization and Reserve Affairs Directorate, U.S. European Command.

"We want to be synonymous with the Air & Sea Show because we are proud of our own contribution to the South Florida community and as a reserve component," Colonel Falcon said. "We are a fully functional base protecting the Southeast region of the U.S. with the F-15s from the Florida Air National Guard and our own 93rd FS. Anything that goes past the Caribbean and South America we are involved with."

Homestead's involvement in the show included recruiters and members of the security forces squadron, maintenance squadron and public affairs office, who provided hundreds of man-hours of support. ★

(Airman Bueno is assigned to the 482nd FW public affairs office at Homestead ARB.)



Airman's personnel records, officials said. The paperless form provides the Air Force with information needed to contact family members if an Airman suffers a serious illness or injury or dies while on active duty.

The vRED, which replaced the Department of Defense Form 93, Record of Emergency Data, in 2003, is required to be kept updated by each Airman, including Reservists. Now the only way to update the emergency data is to visit the virtual MPF online.

Airmen who do not have access to a vMPF account, such as new accessions or basic trainees, must still complete a DD Form 93 until they establish an online account, said Maj. Yancey Cowen, chief of the Casualty Services Branch at the Air Force Personnel Center, Randolph Air Force Base, Texas.

"The biggest advantage is convenience," he said. "Airmen won't have to stand in line at the MPF to make simple changes to their contact information."

Airmen are required to keep their vREDs current at all times and review their contact data at least annually, Major Cowen said. Also, every Airman must review his or her vRED during in-processing and before all deployments.

"Accurate and current family contact information can prevent delays in notifications and perhaps benefits for Airmen and family members," Major Cowen said.

Personnel officials encourage all active-duty Airmen, Guardsmen and

Reservists to update their information every six months. The online application takes about 15 minutes to complete.

For more information, visit [www.afpc.randolph.af.mil/vs/](http://www.afpc.randolph.af.mil/vs/) to log into vMPF or to establish an account. (Air Force Print News courtesy of AFPC News Service)

## Officials Tout Benefits of Microsoft Home Use Program

For about the cost of a month's subscription to an Internet service provider, Airmen, including Reservists, civilian employees and certain contractors can get a licensed copy of the software application they use every day on their office desktops for use on their personal home computers.

The benefit, dubbed the Microsoft home use program, is part of Microsoft's commercial software assurance program. It was included in the overall Air Force Microsoft Enterprise License Agreement, which consolidates more than 40 separate license agreements across the Air Force into one.

Having the same software at home as they have at work allows people to be more efficient at their jobs, said Alphonso Bryant, manager of the Air Force Microsoft Enterprise License Agreement at the Operations and Sustainment Systems Group, Gunter Annex, Ala.

"And if they become more proficient at their jobs, then they'll be able to accomplish the Air Force mission more efficiently," he said.

Although the benefit sounds almost too good to be true, Mr. Bryant said only about 6 percent of eligible participants have actually taken advantage of the program.

"Several of the people I've talked to about the program said they weren't even aware it existed," he said. "A few others have said they don't have a home computer."

Complete program details and eligibility requirements can be found online at <https://www.gunter.af.mil/contracting/microsoftea/homeuse.aspx>. To get the program code needed to purchase the software on the program Web site, people need to contact their command or organization's software benefits administrator. A complete list of administrators can be found online at <https://www.gunter.af.mil/contracting/microsoftea/documents.aspx>. People can click on "Air Force MS Enterprise Agreement MVLS SBA POCs."

"The only condition attached with the home use program is personal usage rights are tied to continued employment with the Air Force and end with termination of employment or expiration of the Air Force's enrollment in software assurance," Mr. Bryant said.

People transferring from one eligible unit to another eligible unit do not need

to remove the software, he said.

Getting the inexpensive software is easier than people may believe, said Capt. Lee Beiermann of OSSG, who recently purchased software for his home computer.

"The process is simple and easy, and I would definitely recommend anyone who is eligible to take advantage of the benefit," he said. (Phil Berube, Operations and Sustainment Systems Group public affairs, Gunter Annex)

## Aid Organization Sew Much Comfort Sets Up Web Site

An organization founded to provide hand-made clothing to military members who suffer from leg injuries and are required to wear external fixators as part of their treatment has a new Web site.

People interested in volunteering for the organization or supporting its efforts with donations can visit [www.sewmuchcomfort.org](http://www.sewmuchcomfort.org) to find out more information.

Created by Ginger Dosedel of Virginia and Margo Leslie of the Air Force Reserve's 934th Services Squadron, Minneapolis-St. Paul International Airport Air Reserve Station, Minn., Sew Much Comfort seeks to help injured military members integrate back into society and avoid being hospital-bound or home-bound without anything to wear.

Mrs. Dosedel, who is married to an Air Force lieutenant colonel, was inspired to start the organization after viewing a report on a national news program about Soldiers in an orthopedic ward at Walter Reed Army Medical Center in Bethesda, Md. Several of the Soldiers wore an external fixator, a brace built with a series of rods and pins used to stabilize and lengthen limbs.

The device is similar to one Mrs. Dosedel's 11-year-old son, Mikey, once wore. When he was 3, Mikey was diagnosed with muscular cancer and underwent multiple limb-lengthening procedures that used fixators attached to his legs by doctors at Walter Reed.

To ease her son's discomfort, Mrs. Dosedel learned to sew and began designing pants, which later became known as "fixator pants," for him to wear. The pants are similar to surgical scrub gowns or



**IS THERE ANYBODY OUT THERE? — Master Sgt. Darrell Devenny, 926th Security Forces Squadron NCO in charge of training, Naval Air Station Joint Reserve Base New Orleans, La., calls in a situation report to the battle-damage operations center during a security exercise on the base's flight line. The exercise, which included a car bombing and unauthorized entries to the flight line, was part of the wing's operational readiness exercise.**

TECH. SGT. CHANCE BABIN



**NEWEST AIRLIFTER ON DISPLAY — Maj. Brian Freeman of the 815th Airlift Squadron, Keesler Air Force Base, Miss., explains the devices of a C-130J-model aircraft cockpit to a French aeronautical journalist June 14 at the Paris Air Show. The aircraft on display is a "stretched" version of the C-130J, which provides an increased cargo capacity. About 1,000 people per day toured the aircraft, asking questions and taking photos. The Paris Air Show began June 13 and ran through June 19. Major Freeman was joined at the show by other members of the 815th AS as well as crew chiefs from the 403rd Aircraft Maintenance Squadron at Keesler. "This is a huge opportunity to demonstrate our part in rapid, global mobilization to our international friends," Major Freeman said. "Our people will never forget this trip and are working hard to display what the newest generation of Hercules can do."**

SENIOR AIRMAN AMAANTYIE

scrub pants. They're made of soft fabric and feature an elastic waistband and one leg larger than the other.

The larger pant leg is designed to wrap around a leg that has a fixator, a halo frame, pins or other type of device attached.

Mrs. Dosedel went to Walter Reed and saw many patients who had nothing but hospital gowns to wear. She decided to hand out several pairs of the fixator pants she had sewn. The pants proved to be a hit with both nurses and patients, and the idea for Sew Much Comfort was born.

Since that humble beginning, requests for the clothing have increased tremendously, taxing the organization's ability to meet the demand, said Michele Cuppy, Sew Much Comfort president. In addition, she said the organization is

branching out to provide altered sweat-shirts to fit patients with arm fixators. (Staff reports)

## Personnel Center Improves Customer Support

An individual mobilization augmentee needs copies of her performance reports. A retiree moves and needs to update the address in his personnel records. An Air National Guard member loses his 20-year service letter and needs a new one.

Last year each one of these scenarios would have required the individual involved to call the Air Reserve Personnel Center in Denver and spend five to 10 minutes on the phone talking to a customer service representative to





CARTOON BY MASTER SGT. W.C. POPE, WESTOVER AIR RESERVE BASE, MASS.

get the problem solved.

Not anymore. The way ARPC handles customer support issues began to change last November when a team of employees began identifying processes that could be automated or centralized within the facility's Contact Center.

Led by Maj. Doug Ottinger, and working with no additional funding, the team identified a number of personnel services that could be provided to customers in a "self-service" manner using ARPC's Web site.

In addition, members can now go online and submit their questions to ARPC. The Web-based service directs customers to input all of the information necessary to allow customer service representatives to provide answers.

"We used to use e-mail, but we'd be going back and forth with customers to make sure they had all their information," Major Ottinger said. "With Web requests, the system guides customers

through the process, provides immediate confirmation (via e-mail) that we received the request and automatically assigns an issue management number for future reference."

In addition to the recent self-service enhancements, customers can now go to the Contact Center customer service reps for assistance in processing foreign language proficiency pay, Montgomery GI Bill for Selected Reserve requests, academic verifications, Community College of the Air Force actions, Tricare Reserve Select enrollments and tuition assistance program requests. These were all services previously provided by one or two people within ARPC. Now, anyone within the Contact Center is able to provide them.

"Moving these kinds of services to the Contact Center is really helping to change people's perceptions of our customer service reps. ... they are not telephone operators," Major Ottinger said. "We're now providing services that used

to be provided by a small group of people spread throughout the building."

The transformation is not complete either. The goal, Major Ottinger said, is to bring as many "front-line" personnel services from throughout ARPC and the Reserve into the Contact Center or onto the Web.

Soon to be fully automated are the 20-year service letters, which give members certain rights and privileges until they reach 60 years of age, and retirement pay estimate letters, which were previously processed solely by ARPC's Retirements Branch.

"We (ARPC) are on the leading edge of the Air Force's vision for personnel service delivery," said Col. Jim Playford, ARPC commander. "Just as many of our private sector service providers have already transformed, the Air Force personnel community must transform the way it delivers services to make the best use of our most valuable resource —



TECH. SGT. DAVID A. JABLONSKI

After reviewing feedback generated during a seven-month wear test, Air Force officials decided to eliminate the original color scheme for the new utility uniform, which featured blue and green tiger stripes, and replace it with a green, tan, blue and gray digitized pattern featured here. The uniform is expected to be available for purchase in fiscal 2007.

# New Uniform

**Tiger stripes out; pattern features blend of subdued colors**

**By Tech. Sgt. David A. Jablonski**

**B**lue and green tiger stripes are out, and a digitized pattern with subdued green, tan, blue and gray is in.

After reviewing more than 150,000 bits of feedback throughout the initial seven-month wear test of the proposed new utility uniform, Air Force leaders recently decided to eliminate the original color scheme and conduct a limited field test of the new pattern.

Special operations, and survival, evasion, resistance and escape Airmen conducted a limited wear test of the new design at Eglin Air Force Base, Fla., Hurlburt Field, Fla., and Fairchild AFB, Wash., in June.

The purpose of the test was to determine if any new features could be added to make the uniform better and to determine if the colors and pattern provide Airmen with the camouflage protection they need in the field, said Senior Master Sgt. Dana Athnos, Air Force uniform board superintendent.

Airmen who participated in the initial wear test stopped wearing the more vibrant blue-green uniform March 1.

The original wear test involved more than 700 Airmen at 32

bases worldwide who kept detailed daily logs annotating likes, dislikes, and wash-and-wear problems. They also completed three surveys.

"Throughout the test, Air Force leaders actively solicited feedback from testers and observers alike to ensure this uniform developed into one that fit the needs of today's Airmen," Sergeant Athnos said.

"There were several avenues for feedback, ensuring that the (Air Force) chief of staff had realistic facts when making the final decision on the uniform," she said.

Those avenues included a survey sent to 45,000 Airmen, a Web site and direct e-mail to the uniform board.

"Some comments were positive, some were negative — all of them were provided directly to the chief of staff," Sergeant Athnos said.

Airmen can expect to purchase the uniform sometime in fiscal 2007. The proposed uniform will be phased in over four or five years. ★

(Sergeant Jablonski is a writer for Air Force Print News at the Pentagon.)





**Lt. Gen. John A. Bradley, Air Force Reserve Command commander, greets Staff Sgt. Sean D. Walters (left) and Airman First Class Stephen W. Mabe, members of the 506th Explosive Ordnance Disposal Flight at Kirkuk Air Base, Iraq. Sergeant Walters, a deployed Reservist from the 94th Civil Engineer Squadron, Dobbins Air Reserve Base, Ga., and Airman Mabe from the active-duty 22nd CES at McConnell Air Force Base, Kan., are getting ready to go out on patrol.**

# From the Top

**By Lt. Gen. John A. Bradley  
Commander, Air Force Reserve Command**

## Reservists operating in Southwest Asia meeting challenges of service head-on

**“S**ervice before self.” We’re all familiar with this phrase as one of our core values. However, in late June and early July, I had the distinct privilege and honor to witness, first hand, the incredible service of our Total Force serving in Spain and at various locations throughout Southwest Asia.

I cannot adequately describe my feeling of pride as I visited and thanked hundreds of Soldiers, Sailors, Marines and Airmen from every component for the incredible job they are doing under some extreme conditions. You can read about it and watch it on television, but until you are there and actually feel the heat and see the dust, you cannot fully comprehend the difficulty of the conditions in which they are performing their duties.

The highlight of my first year as your commander has definitely been visiting many of our Air Force Reservists who are operating in the U.S. Central Command area of operations. I visited three air bases in Iraq and one in Afghanistan where our Reservists are located. I sought out as many troops as possible to personally thank them for what they are doing for our Air Force and our nation.

These Airmen are totally focused on the mission. Many are on tours of 120 or 180 days, and, of course, they are all volunteers. That is the life-blood of our air expeditionary force participation. We also have many more Airmen who are mobilized

and deployed throughout the area of responsibility. All told, there are thousands of our fellow Reservists supporting our nation’s efforts around the world.

Those in CENTCOM live in particularly harsh conditions. We have crew chiefs and security forces personnel who spend 12 to 14 hours a day in temperatures reaching 115 degrees and higher. I didn’t hear a single complaint from any Airman about his or her duties or living conditions.

We have C-130 and C-17 aircrew members who are flying very long, hazardous missions over very long duty days. I wish I could have seen each one of them, to personally thank them, but they were out doing their important duties. I hope those Airmen who I was able to talk to will pass on my appreciation for what they are doing. They are each contributing to the security and freedom of the Iraqi and Afghan peoples.

We want to celebrate the service of these fine expeditionary Airmen in this issue of *Citizen Airman*. We must remember that, in answering the call to duty, our Citizen Airmen are faced with unique challenges in balancing the demands of their employers and families as well as those of the nation.

Yet, as I personally saw in my visit, the men and women of the Air Force Reserve, along with dedicated people from every component and service, are meeting the challenges head-on and serving selflessly as they defend our values of freedom and liberty. I salute you. ★



**(Left) General Bradley chats with a member of a Rapid Engineer Deployable — Heavy Operational Repair Squadron Engineer unit deployed to Afghanistan to repair runways. His trip included a meeting with members of the 746th Expeditionary Airlift Squadron (top photo, left to right) 1st Lt. Erik Wichmann and Senior Master Sgt. Bill Rheingans, Gen. Mitchell International Airport Air Reserve Station, Wis.; Airman First Class Shawn O’Neill, Youngstown Air Reserve Station, Ohio; and Lt. Col. John Miller, Pittsburgh IAP ARS, Pa. In the middle photo above, the general greets Airman First Class Tiffany Jennings from Robins Air Force Base, Ga. Finally, General Bradley poses with Chief Master Sgt. Dave Richards, a traditional Reservist from Andrews AFB, Md., who is on a 180-day aerospace expeditionary force tour at Balad AB, Iraq.**



# Deadline Nears

## Reservists have until December to register civilian employers

**M**ore than a year into a program that requires reservists from throughout the armed forces to register their civilian employers into a common database, more than 75 percent of Air Force Reservists are in compliance.

Though that participation rate in the Civilian Employment Information Program puts the Air Force Reserve ahead of other reserve components, it is still below the Department of Defense goal.

The department wants 95 percent of all members of the Selected Reserve to register their civilian employers by the end of December. To reach that goal, Air Force Reserve Command officials are emphasizing the benefits associated with participating in the program as well as the consequences of failing to comply.

First and foremost, officials said, registering employers into the common database is not voluntary; it is a requirement. People who knowingly fail or refuse to provide their employment-related information, or who provide false information, may be subject to administrative action or punishment for dereliction of duty under Article 92 of the Uniform Code of Military Justice.

However, beyond that, officials said, participation in the program provides some real benefits.

With accurate civilian employer information available, the department is better able to consider the impact that activations and presidential mobilizations have on civilian communities and ensure that reservists who work in critical civilian occupations are not kept in service longer than necessary, officials said. Also, the DOD is better able to inform those businesses that employ reservists of their rights and responsibilities under the Uniformed Services Employment and Re-employment Rights Act.

About 76,100 members of the Air Force's Selected Reserve train on full- and part-time duty — ready for immediate tasking from higher headquarters. Since Sept. 11, 2001, about one in three of these people has been called up to active duty. About 2,700 Air Force Reservists are currently mobilized, serving on full-time active-duty status by order of the president. Many

others are voluntarily serving on active-duty tours lasting three months or longer.

In a May 9 memorandum about the program, Lt. Gen. John A. Bradley, AFRC commander, said he believes the participation rate for Air Force Reservists would be higher if not for system problems during the program startup. He said these problems caused inaccurate data files and an ineffective management tool for commanders.

These problems no longer exist, General Bradley said, and he urged Reservists to register online as soon as possible by going to <http://www.afrc.af.mil/reserveInfo.htm> and clicking on the

"Civilian Employment Info Program" link. An air reserve component Web site is in development to streamline this process even more.

Reservists are required to enter their employment status, employer name, mailing address, civilian job title and total number of years in their current civilian occupation.

Since the Civilian Employment Information Program's inception in March 2004, some service members have expressed concerns about how the data they provide is used or who is granted access to the information. General Bradley addressed these concerns in his memorandum.

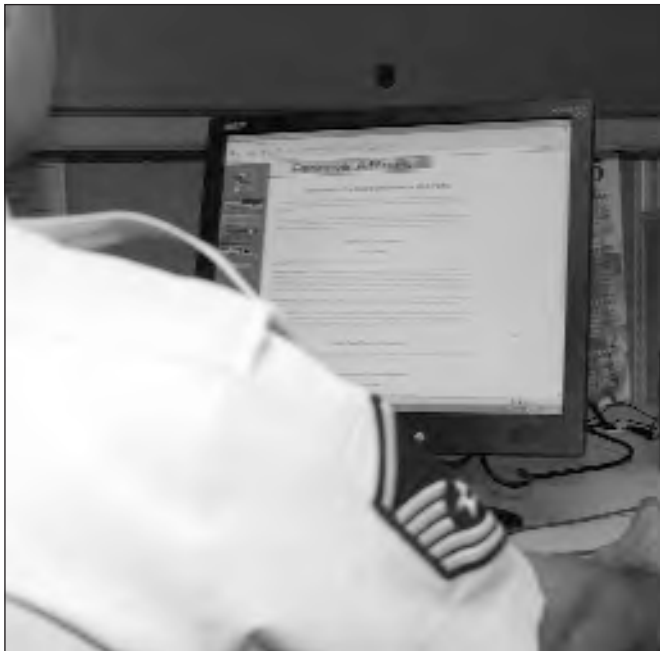
"DOD is establishing policy to ensure member protection and that the information collected in the CEI database is

used for strategic planning and employer education," he said. "CEI may not be used to force a member to involuntarily serve in his/her civilian skill or to contact employers using any service member's identifying information without the consent of the member."

AFRC personnel officials said access to the information Reservists provide will only be available to the Office of the Secretary of Defense and the military departments, including their National Guard and reserve component points of contact. In fact, they said, the information is covered under existing privacy act systems and is closely protected for official use only.

Once Reservists have initially entered their civilian employer information into the database, they are required to update it annually. ★

(Staff reports)



**Air Force Reservists must register their civilian employer with the Civilian Employment Information Program before the end of the year by going to <http://www.afrc.af.mil/reserveInfo.htm> and clicking on the "Civilian Employment Info Program" link.**

# Final Tribute

## Honoring sacrifices of nation's fallen heroes a full-time job

By Jake Shaw

**C**lick, click, click. The crisp, unmistakable sound of heels tapping together in unison breaks the silence as members of the honor guard at Homestead Air Reserve Base, Fla., slowly and methodically take their position in the funeral procession.

Adorned in pristine Air Force dress uniforms and spit-shined shoes, they are the epitome of professionalism.

Most Americans take one day a year, Memorial Day, to celebrate and honor those service men and women who have given their lives in the service of their country. But for Air Force honor guard units, every day is Memorial Day.

An Air Force bugler stands 50 paces from a flag-draped casket. Two Airmen stand perfectly still at opposite ends of the fallen hero in a display of honor.

As the funeral director finishes reading the eulogy, the bugler plays "Taps" to signal the end of the duty day for the resting veteran. The first note is the cue for the two Airmen flanking the casket to slowly raise their right hands in a final salute to the veteran.

After the bugler has finished, the Airmen begin the ceremonial flag folding. An Airman kneels in front of the deceased veteran's next of kin and presents the American flag with these words, "On behalf of the president of the United States and a grateful nation, our country's flag is presented as a token of appreciation for many years of faithful and honorable service."

"The ceremony is enough to draw tears from even the most strong-willed spectator," said Staff Sgt. Ryan Ayers, a member of the 482nd Fighter Wing and Homestead honor guard.

Like all Air Force honor guards, the Homestead unit covers a large area. Its area of responsibility covers nearly all of South Florida, more than 5,500 square miles — from West Palm Beach in the north to Monroe County in the south. Honor guard members stay very busy, working most weekends and often driving for hours through heavy traffic only



**Members of the Homestead Air Reserve Base Honor Guard, from left to right, Staff Sgt. Luis Pacheco, Staff Sgt. Ryan Ayers, Staff Sgt. Leo Castellano and Capt. Paul Hubenthal. The group provides military funeral honors for veterans throughout the South Florida region.**

to stand perfectly still without flinching for hours during ceremonies.

"The sacrifices made by members of the honor guard are nothing compared to the sacrifices made by those we pay tribute to," said Staff Sgt. Luis Pacheco, a two-year veteran of the Homestead ARB honor guard.

"We get to meet heroes every day," said fellow honor guard member Tech. Sgt. Francisco Navarro.

In addition to providing solemn military funeral honors, Air Force honor guard units represent the Air Force at community events. In 2004, the eight-member unit from Homestead ARB marched in 13 parades, presented the colors during the national anthem 15 times at large public events and honored 172 veterans at military funerals.

"We are sometimes called ambassadors in blue," Sergeant Navarro said.

Military funeral services, a time-honored custom, predate the Air Force. In January 2000, they became a mandated function. With the passing of the fiscal

year 2000 National Defense Authorization Act, the military is required to provide at least basic funeral honors for all eligible veterans.

With the sheer number of ceremonies the ambassadors in blue perform each year, common sense would lead one to believe that honor guard members become immune to the emotions of a funeral. Staff Sgt. Natasha Jamass, another member of the Homestead ARB honor guard, doesn't think that way.

"We do this every day, but no matter how many funerals we attend, it's impossible to escape from the emotions involved," she said.

That's because the military is one big family, according to Sergeant Ayers.

"When we attend a funeral, we're saying farewell to one of our own family members with a professional ceremony," he said. "Providing a final tribute and giving military families a sense of closure is not just a job, it's an honor." ★

(Mr. Shaw is assigned to the 482nd FW public affairs office at Homestead ARB.)



# A Perfect Fit

**F-16 pilots taking on new forward air control, close air support missions**

Story by Bo Joyner

Photos by Master Sgt. Paul Zadach

Ever since the Air Force's first operational F-16 was delivered to the 388th Tactical Fighter Wing at Hill Air Force Base, Utah, in January 1979, the Fighting Falcon has proven itself in the areas of air-to-air combat and air-to-surface attack in conflicts throughout the world. Now, the Air Force is looking to this multi-role fighter to take on a couple of additional missions.

At Luke AFB, Ariz., some F-16 pilots are learning how to use their aircraft for forward air control-airborne and close air support missions. Air Force Reserve Command's 944th Fighter Wing is in the middle of the F-16's expansion into FAC-A and CAS.

"There is a definite use for FAC-A pilots in Iraq and Afghanistan," said Capt. Frank Bricel, a FAC-A instructor pilot with the 944th's 302nd Fighter Squadron. "We've definitely ramped up our training of FAC-As here at Luke."

Captain Bricel said a typical F-16 forward air control-airborne mission might look something like this: Two Fighting Falcon pilots flying in a two-ship package contact the ground forward air controller on a certain frequency and, between them, coordinate which targets need to be hit. The airborne FAC is then responsible for relaying the target information to the close-air support fighters who are standing by for target options.

"It's a very busy and intense environment," Captain Bricel said. "You identify the targets, work with ground forces to locate exact points for munitions, get the CAS fighters to the targets and, if needed, 'laze' the targets with the Litening pod. The great thing about the F-16 is that in addition to serving as the forward air controller, if we have to, we can roll in and hit the target ourselves.

"In an urban setting, you might have 50 buildings crammed together in a small area, and we need to hit one specific building. It's harder than you can imagine to keep your eyes on that one specific building and then hit that target without causing any collateral damage or hitting any of the friendly forces in the area."

To accomplish this very challenging mission, the F-16 is equipped with a Litening pod for putting a laser mark on the

target as well as its usual array of air-to-air and air-to-surface munitions. Litening is a targeting pod integrated and mounted externally to the aircraft. The targeting pod contains a high-resolution, forward-looking infrared sensor that displays an infrared image of the target to the air crew. It has a wide-field-of-view search capability and a narrow-field-of-view acquisition/targeting capability of battlefield-sized targets.

The pod contains a charged coupled device camera used to obtain target imagery in the visible portion of the electromagnetic spectrum. An on-gimbal inertial navigation sensor has established line-of-sight and automatic boresighting capability.

Earlier this year, the 944th played host to Patriot Pronghorn in an effort to get more FAC-A pilots in the pipeline. Col. Bill

**Ray Knox, a weapons loading technician with the 944th Fighter Wing, Luke Air Force Base, Ariz., checks out 2.75-inch rockets loaded on an F-16. Fighting Falcon pilots use the rockets to put smoke on a target during forward air control-airborne missions.**



**The 944th FW is training F-16 pilots to fly forward air control-airborne and close air support missions. Here, a 944th Fighting Falcon rolls out for a training mission.**

Binger, 944th Operations Group commander and Patriot Pronghorn detachment commander, said the exercise marked the first time 10th Air Force put all four Reserve F-16 units together to accomplish a mission directed at improving combat capability.

"The objective was to get eight new FAC-A-qualified pilots in the system with three of those becoming FAC-A instructor pilots," he said. The goal was met after the Reservists flew 180 sorties over 15 days at the Barry M. Goldwater Range in Arizona.

To qualify, pilots had to lead a four- to six-ship package through four or five sorties engaging the enemy in scenarios that could include such targets as an enemy truck convoy rumbling through a canyon attempting to elude the Fighting Falcon.

"The great thing about Patriot Pronghorn was that it was a total rainbow effort," Colonel Binger said. "Operations and maintenance exercised as a single team. It wasn't four teams working out there. You didn't have Homestead working on Homestead and Carswell working on Carswell. It was a single team."

Since Patriot Pronghorn, the 302nd FS has been working with the active-duty 310th FS at Luke to get more FAC-A pilots trained. Together, they lead a five-week class that includes 12 flights that test technical knowledge and piloting skills. The instructors are currently graduating 13 classes of pilots annually.

"Because of the FAC-A's mission efficiency, I'm not surprised by the recent increase in FAC-A emphasis here at Luke and Air Force-wide," said Maj. Monty Hostetler, a FAC-A instructor pilot with the 310th FS, in a recent Air Force Print News story. "We are both close air support and forward air control. We're airborne artillery with precision employment capability. We have the battlefield perspective to see what's on the other side of the mountain and effectively orchestrate putting bombs on target quickly and precisely while protecting friendly forces." ★



# Patriot Night Owl

Two Air Force Reserve Command C-130s practice joint maneuvers in the skies over Fort Huachuca, Ariz., during exercise Patriot Night Owl in April. Patriot Night Owl brought crews from five of AFRC's C-130 units together to practice tactics and maneuvers during the day and at night.

**C-130 crews get a handle on new tactical formation maneuvers**

Story and photos by Bo Joyner



For one week in April, 11 Air Force Reserve Command C-130 crews put their Hercules aircraft to the test in the skies over the southern Arizona desert, practicing some new and better ways of performing the tactical portion of the airlift mission.

“The face of war is ever changing, so the way we fly tactical airlift is changing,” said Maj. Chuck Sargent, a C-130 pilot with the 911th Airlift Wing, Pittsburgh International Airport Air Reserve Station, Pa., who took part in the initial Patriot Night Owl exercise at Fort Huachuca’s Libby Army Air Field. “We have some new procedures that use more of a fighter aircraft mindset in maneuvering the formation.”

The crews that took part in Patriot Night Owl spent a great deal of time working on tactical formation maneuvering, a set of standardized procedures for flying low-level routes and reacting to course changes and threats.

“We used to fly mainly in a three-ship formation, but now we’re switching to a two-ship set-up,” Major Sargent said.

The two-ship formation is more tactical and maneuverable and is better suited to the missions C-130 crews are flying in support of the ongoing global war on terrorism.

In addition to practicing TFM, the crews conducted



**Tech. Sgt. Steve Gonzales, a crew chief from the 910th Airlift Wing, Youngstown Air Reserve Station, Ohio, marshalls a C-130 at dusk on the runway at Fort Huachuca’s Libby Army Air Field.**



**A C-130 from the 934th AW, Minneapolis-St. Paul International Airport Air Reserve Station, Minn., comes in for an assault landing during Patriot Night Owl.**

numerous assault landings and takeoffs on a dirt runway, similar to the ones they may see in Iraq or Afghanistan, and simulated airdrops of people and cargo on target. The seven C-130 aircraft from five AFRC units were in the air around the clock. The aircrews practiced flying the new tactical formation maneuvers during the day and then again at night using night-vision goggles.

The simulated airdrops allowed the crews to train with station-keeping equipment, used in adverse weather, while using the new procedures for flying in tactical formation. SKE is a system that uses electronic signals to identify the lead plane and its wingman so that aircraft can fly in formation in adverse weather.

Lt. Col. Michael Ammons, 22nd Air Force director of current operations, Dobbins Air Reserve Base, Ga., served as the mission commander for Patriot Night Owl. He said the plan is for the crews that took part in the exercise to take what they learned and pass it on to others at their wings.

“With the high operations tempo among our C-130 crews, it’s very difficult to find the time for everyone to train on these new procedures, but it’s vital because this is what the crews are doing in-theater,” he said. “Patriot Night Owl was necessary to kick-start the cascade of training. Right now the plan is to conduct Patriot Night Owl training annually and then eventually semi-annually.”

C-130 crews are flying rigorous missions throughout Southwest Asia and the Middle East. This training ensures every C-130 unit practices the same maneuvers and enhances interfly capability.

Brig. Gen. Martin Mazick, director of



**Co-pilot Maj. Chuck Sargent and flight engineer Tech. Sgt. Tracey O'Hara, both assigned to the 911th AW, Pittsburgh International Airport ARS, Pa., get ready for a training flight during Patriot Night Owl.**

operations at AFRC headquarters, Robins Air Force Base, Ga., flew on three different missions during Patriot Night Owl. A command pilot with more than 8,500 flying hours in C-5s, C-141s, KC-10s and KC-135s, General Mazick was impressed with the exercise and the crews that participated.

“Not being a C-130 guy, this was an eye-opening experience for me,” he said. “Tactical airlift is such a vital mission for us, and it was great to see our people

working so well together to improve the way they carry out their mission. I think I was most impressed with the professionalism of the crews. I flew with three different wings, and they all did a tremendous job.”

In addition to the 911th AW, the 94th AW, Dobbins ARB; the 908th AW, Maxwell AFB, Ala.; the 910th AW, Youngstown ARS, Ohio; and the 934th AW, Minneapolis-St. Paul IAP ARS, Minn., took part in the exercise. ★





**Airman First Class Jeffrey Hill, 439th Communications Squadron, Westover Air Reserve Base, Mass., sets up a junction box that connects an existing phone line into a basic access module.**

# Jump-Start

## Communications Airmen train for mission transformation

**Story and photos by Tech. Sgt. Chance Babin**

In a move designed to make Air Force Reserve Command communications Airmen more relevant in the global war on terror, command officials changed the mission of 22 units in what they are calling a “comm transformation.”

The change allows units to support the theater-deployable communications concept, which provides communications infrastructure to deployed Air Force flying operations.

In order for these units to perform their new mission, they first had to acquire new equipment and new unit type codes or UTCs, which are packages made up of Airmen with different Air Force specialty codes that deploy within various stages of a contingency. The next phase of the transformation involved training the units on their new role.

“To get the crew positions trained and to give them a look at what the whole package encompasses and how their piece fits in (as part of the overall big picture), we had to get them hands-on training with the goal of providing an intense scenario that gives unit personnel a solid base and jump-starts their skills,” said Chief Master Sgt. Jim Shank, force readiness manager, Headquarters AFRC, Robins Air Force Base, Ga.

The command accomplished the training phase of the transformation between April and July at Duke Field, Fla. During a three-month period, more than 180 people from 15 units rotated through a two-week training exercise called Jump-Start 01-05.

“A lot of these people haven’t seen this (new) equipment,” said Senior Master Sgt. Israel Rosado of the 514th Communications Squadron, McGuire AFB, N.J., who served as exercise superintendent. “When they go overseas, it’s not time to be trained. It’s time to work.

That was the main crux behind this mission. This bare base environment was the best way to do this training; it’s more realistic for the trainees.”

Although Jump-Start took place at Duke Field, the 514th CS served as the lead unit for training and provided the bulk of equipment. The 35th Combat Communications Squadron from Tinker AFB, Okla., provided power production personnel, generators and environmental control units.

One of the other advantages of conducting this type of training exercise is it gets people from various units, who didn’t previously know each other, together and provides them a chance to come together as a team.

“I tell them, ‘Right now you’re all strangers, but by the end of the training I want you all to be one team,’” Sergeant Rosado said. “We build up teamwork and give them a challenge. It’s great to see all these different units helping each other. I think this is one of the greatest things we’ve ever done in the Reserve. I’m very proud of it.”

Because the demand for training was so great, more than 60 Reservists from six different units were sent to the 514th’s home base at McGuire for similar training.

The two-week training period was broken down into two parts. During week one, the Reservists spent their time in the classroom. Week two was devoted to hands-on work in the field.

“The first week they’re able to learn without any pressure or time limits, while in the second week they simulate customer requests and are bound by time,” said Master Sgt. John Reyes, site superintendent, 514th CS.

During the second week, the groups were put through a practical exercise in a deployment setting.

“It’s not rated,” Sergeant Reyes said. “It’s more like an open book test. It’s a challenge for everyone to work together as a team. The main purpose, though, is to apply everything learned during the first week in a contingency environment and to accomplish tasks in a prescribed time frame.

“When you deploy, you must get communications up in a certain time limit. We challenge them to do

that the first day. During the second day, they sustain communications, make it more robust, more dynamic, and make changes per customer requests, which present challenges to technicians.”

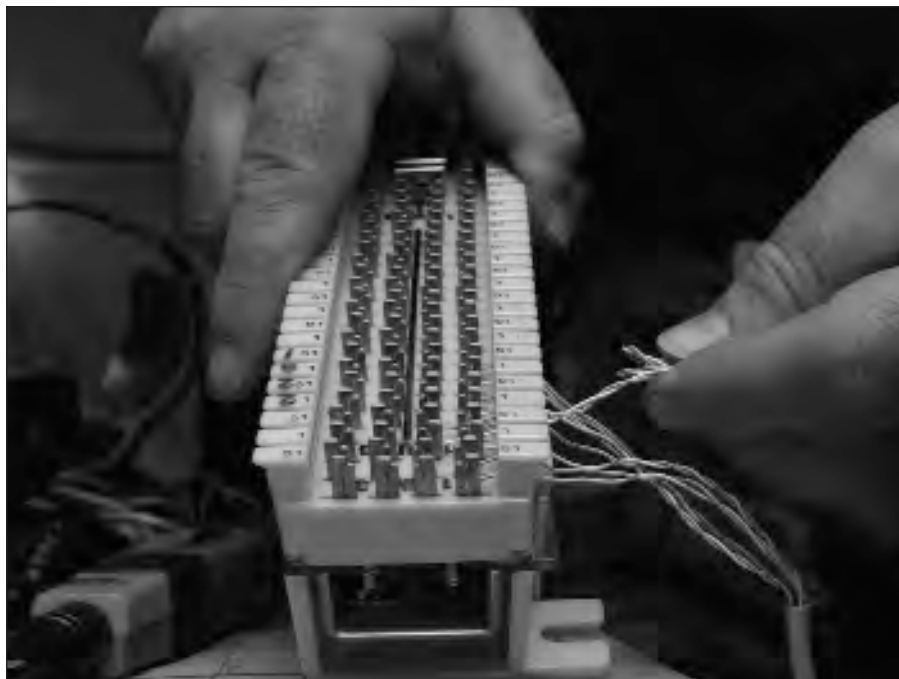
For the students, the training was a good opportunity to gain valuable experience while meeting and learning from fellow students.

“It’s been a great experience. Not only do you work on your



**Master Sgt. Chris Fox, 440th Communications Flight, Gen. Mitchell International Airport Air Reserve Station, Wisc., uses an international maritime satellite to make initial phone contact from the field.**





**Master Sgt. Rich Warner, 913th CF, Willow Grove Air Reserve Station, Pa., hooks up telephone lines to a punch block, which is used to connect voice and data lines to the customer.**

AFSC, but you find out how to gel with people in other AFSCs and see how it all comes together,” said Staff Sgt. Desmond Farrell, a computer specialist with the 439th CS, Westover Air Reserve Base, Mass. “You also get to meet people from other units. What you are weak on others are strong on, and you can learn from them.”

For many of the trainees, Jump-Start was their first time being in a deployed location scenario. And although they were familiar with their job, seeing the entire theater-deployable communications package in operation was a first for them.

“If we ever deploy, it helps to have seen the whole picture,” Sergeant Farrell said. “This whole scenario is very realistic. We didn’t cut any corners. It’s been very beneficial. It shows you exactly what to do in certain situations. I hope we have more of these, because I’m really learning.”



**Senior Airman Tisha Brooks, 514th CS, McGuire Air Force Base, N.J., programs a satellite mobile terminal.**

The cadre of instructors was composed mainly of Reservists from the 514th CS, but they were augmented by others, including Tech. Sgt. Norm O’Brien, a voice instructor from the 439th CS. Sergeant O’Brien trained at McGuire AFB a few years ago on the basic access module, or BAM, and was asked to teach at Jump-Start.

“It’s a great experience for me to not only be able to teach but to see the whole process, including the whole TDC (package),” Sergeant O’Brien said. “The majority of the students coming through have never seen a BAM, much less programmed it.”

He said one of the advantages of teaching the Reservists was most of them work in a related field in their civilian jobs, so it’s just a matter of teaching them a new piece of equipment.

“What this training means is they (the trainees) will be able to do their jobs competently to achieve the Air Force mission,” Sergeant O’Brien said.

In addition to Reservists, several active-duty instructors from McGuire’s 21st Air Mobility Operations Squadron helped teach the course.

“I think it’s good training because many of the UTCs are manning only and don’t have equipment, so when the Reservists come here they actually get their hands-on operational training,” said Staff Sgt. Carl White, a ground radio instructor from the 21st AMOS. “This is great training in case they go on an AEF (aerospace expeditionary force) deployment. We are doing exactly what we would do in the desert, maybe more for training.”

A common phrase used by many of the trainees was they were “getting to see the whole picture.”

“I’m getting better familiarization with everything at once,” said Staff Sgt. John Long, 439th CS ground radio maintenance. “Usually we work with one piece at a time, but here we’re setting it all up together, bringing up a bare base. We get to see the whole picture.”

“What I’ve gained is getting to know each and every individual’s job,” said Master Sgt. Timothy Henderson, chief of communications maintenance for the 910th Communications Flight, Youngstown Air Reserve Station, Ohio. “It gives me insight into all of the capa-



**Senior Airman Chris Chin, 913th CF, plugs in a basic access module, a voice and data switch that takes an incoming signal and dispenses it to the customer.**

bilities and how long it takes to set up. It’s a huge effort to make it all work.”

AFRC officials said this training effort will allow communications units the opportunity to be more involved in the global war on terror.

“During Operation Enduring Freedom, we were postured in different

UTCs, and we never got called out,” Chief Shank said. “Typical Reserve units want to be useful and feel like they’re supporting the mission.”

With “comm transformation” and Jump-Start, AFRC communications units are now postured to make a difference when and if the call comes. ★



# Tricare Benefits

Thousands now have access to health-care insurance

By Donna Miles

Defense Department officials have made “tremendous efforts and strides” to meet the needs of reservists and guardsmen who now qualify for health-care coverage under the Tricare program, the program manager said June 8.

The recent introduction of new patients into the Tricare system presents “a challenge,” but DOD is being “very attentive” to the needs of new Tricare participants, said Dr. David Tornberg, acting deputy director of the Tricare Management Activity and deputy assistant secretary of defense for clinical and program policy.

Thousands of reservists and guards-

men and their families became eligible to purchase health-care insurance through Tricare in late April.

Congress authorized the new benefit, called Tricare Reserve Select, for reserve component service members under the fiscal 2005 National Defense Authorization Act. The plan is designed to serve as a bridge for reserve-component troops leaving active duty who are not covered by civilian employer or other health insurance plans, defense officials said.

Tricare Reserve Select is available to all reserve component troops who have been activated for at least 90 consecutive days since Sept. 11, 2001, served supporting a

contingency operation and agree to continued service in the Selected Reserve.

Within Air Force Reserve Command, the Air Reserve Personnel Center’s Contact Center in Denver serves as the sole point of contact for questions and services related to the new Tricare Reserve Select program. The center provides this support for individual mobilization augmentees as well as unit Reservists.

Mobilized reserve component members released from active duty are advised of their eligibility as part of their demobilization process. Reservists serving on voluntary active-duty man-day tours who do not go through outprocessing as well as mobilized members must

When You Are Covered			
Your Status	Potential Coverage*	Description	For Information
On active-duty orders for 30 days or less or while drilling (inactive-duty training)	Line of duty care only	Covered for any injury, illness or disease incurred or aggravated in the line of duty.	Contact your unit commander or designated medical/dental representative.
	Tricare Dental Program (TDP)	A voluntary dental plan you may purchase when not covered by active-duty dental benefits.	Call 1-800-866-8499 or visit <a href="http://www.ucci.com">www.ucci.com</a> for more information.
On active-duty orders for more than 30 consecutive days	Pre-activation benefit**	Eligible for active-duty health and dental benefits for up to 90 days before active duty begins (with delayed-effective-date orders).	Visit <a href="https://www.dmdc.osd.mil/Guard-ReservePortal">https://www.dmdc.osd.mil/Guard-ReservePortal</a> to check eligibility. Contact your regional contractor or overseas TAO for assistance with obtaining care.
	Active-duty health benefits	Covered by Tricare, same as active-duty service members.	Follow the protocol of your assigned duty station for health care.
	Active-duty dental benefits	Disenrolled from TDP and obtain dental services same as active-duty service members.	Follow the protocol of your assigned duty station for dental care.
When released from active duty	Transitional Tricare coverage for 180 days** (Under TAMP)	Tricare coverage and cost-shares same as active-duty family members under the Transitional Assistance Management Program (TAMP). Eligible for TDP.	Visit <a href="https://www.dmdc.osd.mil/Guard-ReservePortal">https://www.dmdc.osd.mil/Guard-ReservePortal</a> to check eligibility. Contact your regional contractor or overseas TAO for assistance with obtaining care.
	Tricare Dental Program (TDP)	A voluntary dental plan you may purchase when not covered by active-duty dental benefits.	Call 1-800-866-8499 or visit <a href="http://www.ucci.com">www.ucci.com</a> for more information.
	Tricare Reserve Select (TRS)**	A voluntary plan you may purchase that offers coverage similar to Tricare Standard. You must agree to serve in the Selected Reserve before you leave active duty to qualify. Coverage begins after TAMP if you purchase the plan.	Visit <a href="https://www.dmdc.osd.mil/Guard-ReservePortal">https://www.dmdc.osd.mil/Guard-ReservePortal</a> to check eligibility. Contact your regional contractor or overseas TAO for assistance with obtaining care.
	Continued Health Care Benefit Program (CHCBP)	A temporary health plan you may purchase after TAMP ends. Provides up to 18 months of coverage.	Call Humana Military Healthcare Services, Inc. at 1-800-444-5445 or visit <a href="http://www.tricare.osd.mil/chcbp">www.tricare.osd.mil/chcbp</a> .

\*Contact your reserve component personnel office to determine your eligibility for these programs.  
\*\*Active duty must be in support of a contingency operation to quality. Examples include Operations Enduring Freedom, Iraqi Freedom and Noble Eagle

When Your Family Is Covered			
Your Status	Potential Coverage*	Description	For Information
On active-duty orders for 30 days or less or while drilling (inactive-duty training)	No health coverage, unless covered by TAMP or TRS (see below)		
	Tricare Dental Program (TDP)	A voluntary dental plan you may purchase for your family at any time (not dependent on whether or not you are on active duty)	Call 1-800-866-8499 or visit <a href="http://www.ucci.com">www.ucci.com</a> for more information.
On active-duty orders for more than 30 consecutive days	Pre-activation benefit**	Eligible for Tricare coverage as active-duty family members for up to 90 days before your active-duty service begins.	Family members should contact the regional contractor or overseas TAO where they live for assistance with obtaining care.
	Tricare health coverage	Covered by several Tricare options depending on where they live while you are on active duty.	Family members should contact the regional contractor or overseas TAO where they live for assistance with obtaining care.
	Tricare Dental Program (TDP)	Same reduced premiums as active-duty family members. May enroll if not previously enrolled (within 30 days of the start of active duty). Otherwise, a minimum 12-month enrollment is required.	Call 1-800-866-8499 or visit <a href="http://www.ucci.com">www.ucci.com</a> for more information.
When released from active duty	Transitional Tricare coverage for 180 days** (Under TAMP)	Tricare coverage and cost-shares same as active-duty family members under the Transitional Assistance Management Program (TAMP). Eligible for TDP.	Family members should contact the regional contractor or overseas TAO where they live for assistance with obtaining care.
	Tricare Dental Program (TDP)	A voluntary dental plan you may purchase when not covered by active-duty dental benefits.	Call 1-800-866-8499 or visit <a href="http://www.ucci.com">www.ucci.com</a> for more information.
	Tricare Reserve Select (TRS)**	A voluntary plan you may purchase that offers coverage similar to Tricare Standard. You must agree to serve in the Selected Reserve before you leave active duty to qualify. Coverage begins after TAMP if you purchase the plan.	Visit <a href="https://www.dmdc.osd.mil/Guard-ReservePortal">https://www.dmdc.osd.mil/Guard-ReservePortal</a> to check eligibility. Contact your regional contractor or overseas TAO for assistance with obtaining care. You may also visit <a href="http://www.tricare.osd.mil/reserve/reserveselect">www.tricare.osd.mil/reserve/reserveselect</a> for more information about TRS.
	Continued Health Care Benefit Program (CHCBP)	A temporary health plan you may purchase after TAMP ends. Provides up to 18 months of coverage.	Call Humana Military Healthcare Services, Inc. at 1-800-444-5445 or visit <a href="http://www.tricare.osd.mil/chcbp">www.tricare.osd.mil/chcbp</a> .

\*Contact your reserve component personnel office to determine your eligibility for these programs.  
\*\*Active duty must be in support of a contingency operation to quality. Examples include Operations Enduring Freedom, Iraqi Freedom and Noble Eagle

call the Contact Center at (800) 525-0102 to start the enrollment process.

Monthly premiums cost \$75 for individual coverage and \$233 for family coverage.

To help ensure licensed physicians across the nation accept these and other Tricare patients, Dr. William Winkenwerder Jr., assistant secretary of defense for health affairs, sent letters to national and state medical associations last August, seeking their support.

The letter urged the associations to contact their members and encourage them to become Tricare providers and to treat “America’s heroes — the people making sacrifices to keep our country safe and strong.”

In addition, the Tricare Management

Activity is surveying 20 U.S. metropolitan areas to determine what Tricare resources are available and whether they are sufficient to meet current needs, said Maj. Michael Shavers, a Pentagon spokesman.

The survey results will help DOD officials identify areas where beneficiaries may run into difficulties getting access to Tricare services and to help resolve those problems, Major Shavers said.

A similar survey was conducted last year, as required by the 2004 National Defense Authorization Act legislation.

As DOD officials work to increase the number of Tricare providers and improve access to the network, Dr. Tornberg said 80 percent of guardsmen and reservists called to active duty

already are covered by another form of health insurance.

After 30 days on active duty, they qualify for full benefits under the Tricare system — a system Dr. Tornberg said “has one of the most generous and robust benefits available in the health insurance market.”

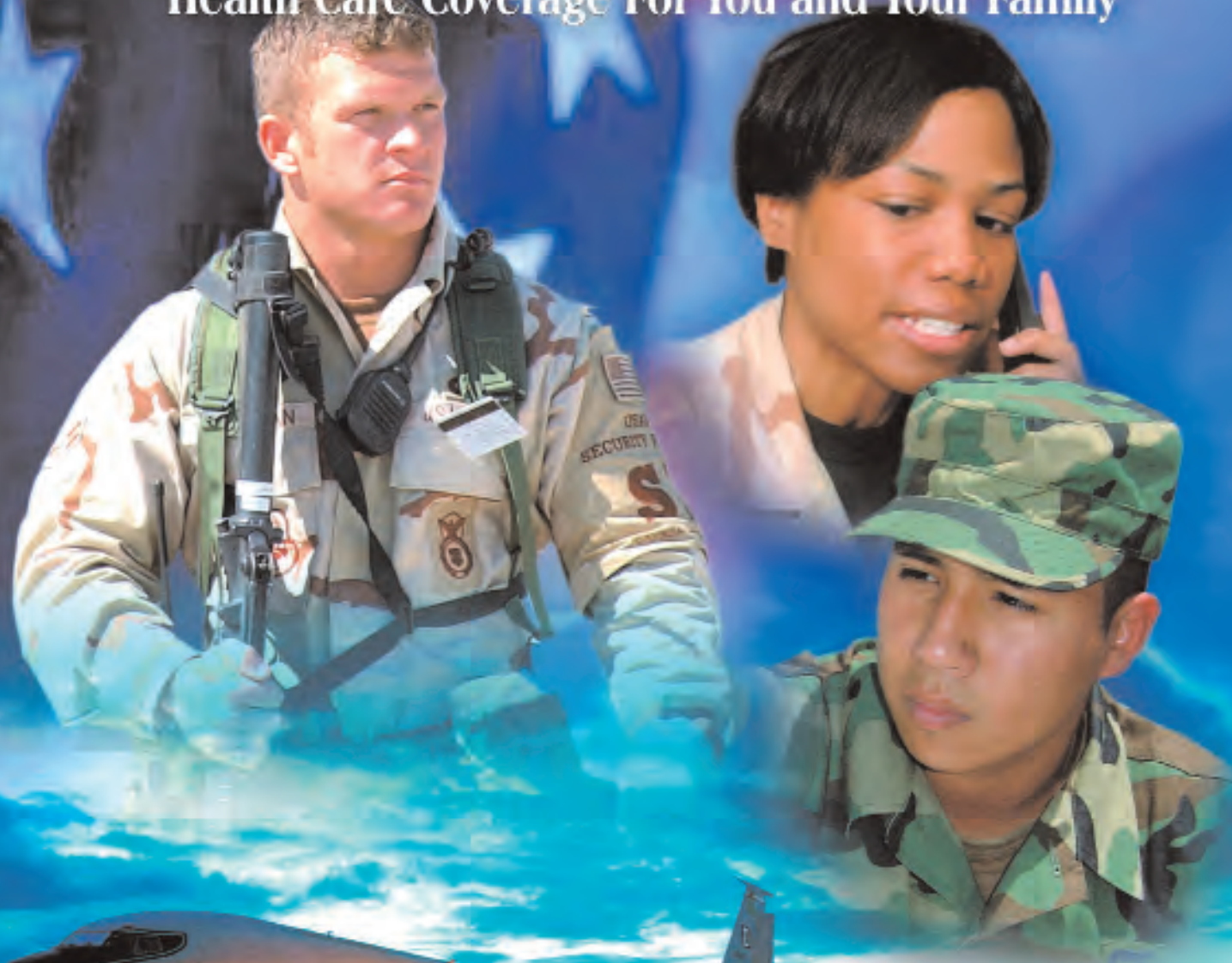
More information about Tricare, including a description of services available by location, is available on the Tricare Web site (<http://www.tricare.osd.mil/>). ★

(Ms. Miles writes for American Forces Press Service in Washington, D.C. Also, Joe Herbertson and Tech. Sgt. Rob Mims of ARPC in Denver provided information for this article.)



# TRICARE Reserve Select

Health Care Coverage For You and Your Family



TRICARE Reserve Select (TRS) is a health care benefit now available to Reserve component members who served continuously on active duty for at least 90 days on or after 11 Sep 01, in support of a contingency operation.

Call the Air Reserve Personnel Center (ARPC) for information, eligibility and enrollment at 1-800-525-0102, or DSN 926-6730/6528.

You may also go to the TRS Web site listed below.



<http://www.tricare.osd.mil/reserve/reserveselect>